



**DEFENSE LOGISTICS AGENCY**  
**DEFENSE CONTRACT MANAGEMENT COMMAND**  
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IN REPLY  
REFER TO

AQOJ

JAN 13 1997

MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT  
DISTRICTS  
COMMANDERS, DCMC CONTRACT ADMINISTRATION  
OFFICES

SUBJECT: Acquisition Reform Day #2

The attached December 20, 1996, memorandum from Dr. Kaminski provides guidance for planning activities on Acquisition Reform Day #2, formally designated as March 19, 1997. The theme this year is "Teaming - The Catalyst for Making Acquisition Reform Initiatives the Norm." Our goal is to provide a strong focus on the application of Acquisition Reform activities, resulting in significant improvements to the organization.

The plan we are formulating for this next Acquisition Reform Day includes several options for group instruction within an office or teaming with customers, contractors and other government activities. Short videos and instructional materials on topics such as SPI, Early CAS, Alternate Dispute Resolution, Performance Based Payments, EC/EDI, and Earned Value will be available, as well as simulation exercises on reform in the ICP or post award environment and case studies on SPI. Whatever your activities for the day, your emphasis should be on implementing reform initiatives, removing barriers to acquisition reform, and establishing goals and target milestone dates for their accomplishment.

You may choose to use this day as an opportunity to meet and discuss ways to accelerate the reform process with DCAA, customer and contractor representatives. There are several vehicles available for convening Government and contractor teams on Acquisition Reform Day #2: for example, scheduling Management Council meetings to address a variety of issues associated with ongoing reform initiatives or roundtable sessions with multiple contractor, customer and DCAA personnel to explore ways to both introduce and accelerate acquisition reform. For selected major programs, teams may meet at the buying activity or local CAO to discuss particular program issues or concerns requiring resolution. Overall, there is enough flexibility for each CAO to tailor its teaming arrangements to best fit their customer and contractor base. There is also flexibility with respect to schedule: primary emphasis is put on March 19, 1997, but meetings may be held during some other day during the same week should scheduling conflicts arise.



To assist in scheduling specific meetings with buying activity personnel, I am asking each of our Customer Liaisons to discuss this teaming concept with their respective customer organizations and solicit their ideas on programs and issues they would like to discuss on this special day. Our headquarters point of contact, Ms. Kathy Zalonis, will forward this information to your district focal point when received. This preliminary action should help facilitate and focus later discussions by individual CAOs and buying activities. If you have additional requests for teaming with customers, please use the Customer Liaison as your entry point to the organization. Time is getting short, and each CAO should begin planning now for the logistics of the day. We will be providing more definitive information on the day's activities as it becomes available.

Your efforts on this second Acquisition Reform Day will contribute immensely to institutionalizing these reforms and improving our business. I look forward to a day even more motivational and successful than the first.

A handwritten signature in black ink, appearing to read "Robert W. Drewes", with a stylized, flowing script.

ROBERT W. DREWES  
Major General, USAF  
Commander

Attachment

ACQUISITION AND  
TECHNOLOGYTHE UNDER SECRETARY OF DEFENSE  
3010 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-3010

DEC 20 1996

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE  
VICE CHAIRMAN, JOINT CHIEFS OF STAFF  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
SERVICE ACQUISITION EXECUTIVES  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
COMPONENT ACQUISITION EXECUTIVES

SUBJECT: Planning Guidance for Acquisition Reform Day 2, March 19, 1997

On December 6, 1996, I formally designated March 19, 1997 as the Defense Department's second Acquisition Reform Day (copy attached). The theme this year is "Teaming—The Catalyst for Making Acquisition Reform Initiatives the Norm." I believe that this AR Day, conducted with Industry participation, will: speed the closure process for the issues surfaced during the first AR Day; further the implementation of our acquisition reform initiatives; and, accelerate the benefit stream.

On March 19<sup>th</sup>, I would like the Government-Industry teams, at the local level, to focus on our acquisition reform initiatives—the ones that are critical to their team, the implementation successes, and the work yet to be done in effectively applying them to the team mission. If that date is not possible due to a mission conflict, an organization may select another day that week to conduct their AR Day activities. The teams should include your Component and OSD staffs, requirements and financial management communities, legal counsels, procurement and contracting personnel, auditors, and industry partners as appropriate—to cite just a few examples. I expect our headquarters staff members to participate, as much as practical, in on-site activities with one or more of the teams. The objective is to **train as we work—as a team.**

Commanders and managers at all levels will be responsible for planning and conducting the day's activities. Providing and conducting training has always been, and remains today, a critical supervisory function. It has become even more important today as we vastly change the way we do business with a reduced workforce. All of us in the chain of command have a responsibility to ensure our workforce is adequately prepared to accomplish their assigned mission. I expect our commanders and managers, at all levels, to actively plan for and participate in the education and training activities.

To that end, I will not dictate the day's agenda. Each team should consider the range of possible activities and prepare a meaningful program for their team. Possibilities include but are not limited to: classes, case study or acquisition simulation activities, discussion of success



stories and lessons learned, seminars, and focus groups. In the coming weeks, the Defense Acquisition University (DAU) will begin providing some additional educational tools and a compendium of resources, for use as appropriate, to supplement those which are available from within your own Components and organizations. In particular, we have pulled together a cross-functional industry-government team to develop several "war game" scenarios or case studies for acquisitions of various types and levels. Teams can work through a typical acquisition, solving problems as they go. Managers will serve as the instructors to facilitate an "after action" discussion to highlight major points to the team. The DAU materials will include instructors' guides.

As a result of the day's activities, each team should develop their own action plan to improve the effective application of acquisition reform initiatives in their daily operations. Those plans will become the foundation for making our acquisition reform initiatives the normal course of business in the weeks, months, and years ahead.

I appreciate your cooperation and support of our Acquisition Reform Day.

Attachment:  
As



**Paul G. Kaminski**